Thinking Smart - Taking Any Project to the Finish Line

Session Overview

- Planning ahead and incorporating effective project management practices to enhance more than your bottom line.

- Strategically align your objectives, ideas and approach with your stakeholder's expectations.

- Simplifying the project planning process.

- Discover effective methods to initiate and manage projects.

A "New" Mental Framework

- Objective based planning

- Delay action

- Ask why you're doing this

```
Goal
  ↓
Plan
  ↓
Action
```

Running Your Project Like a Business

Business Case

Plan & Budget

Resource Management
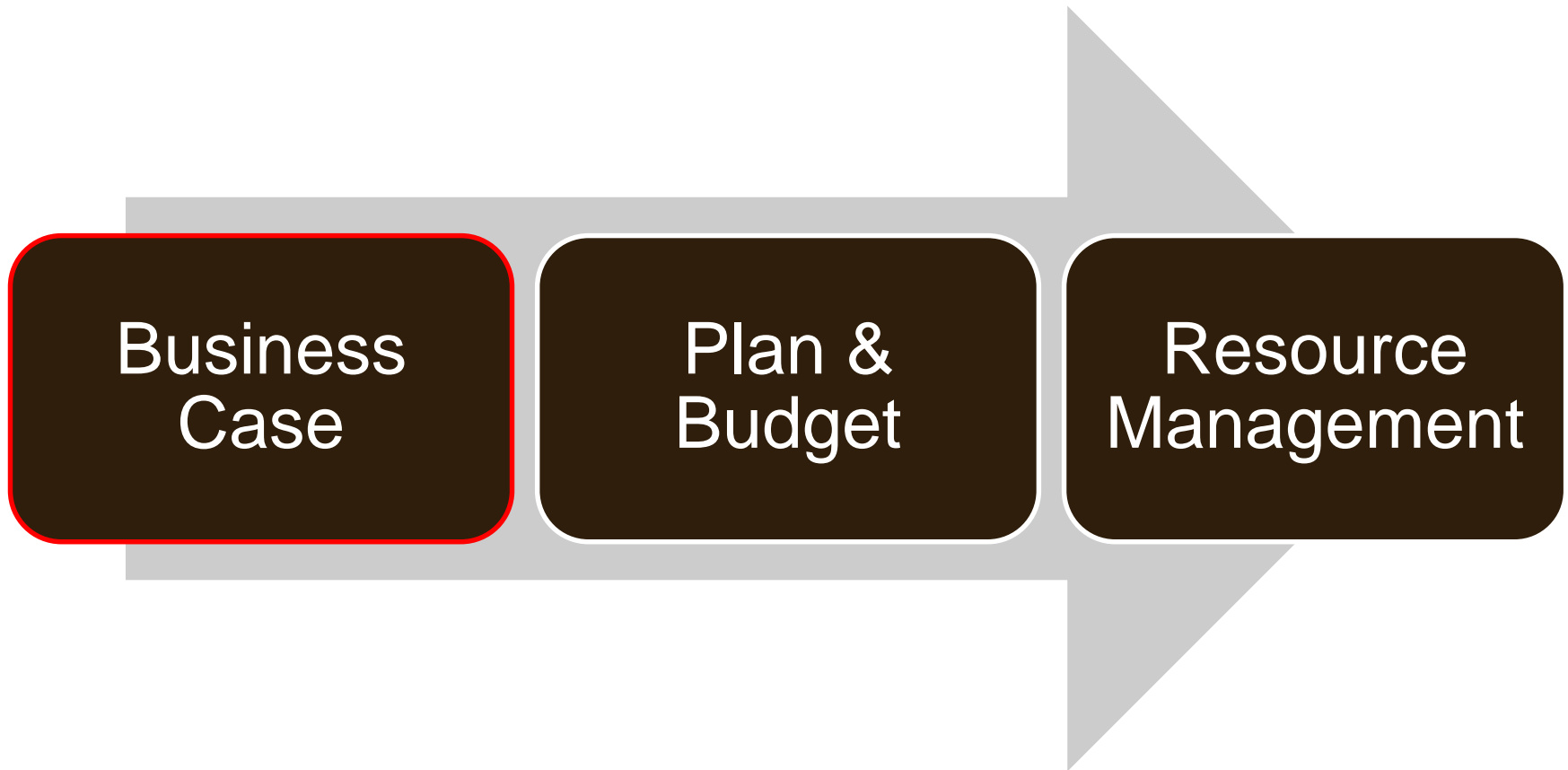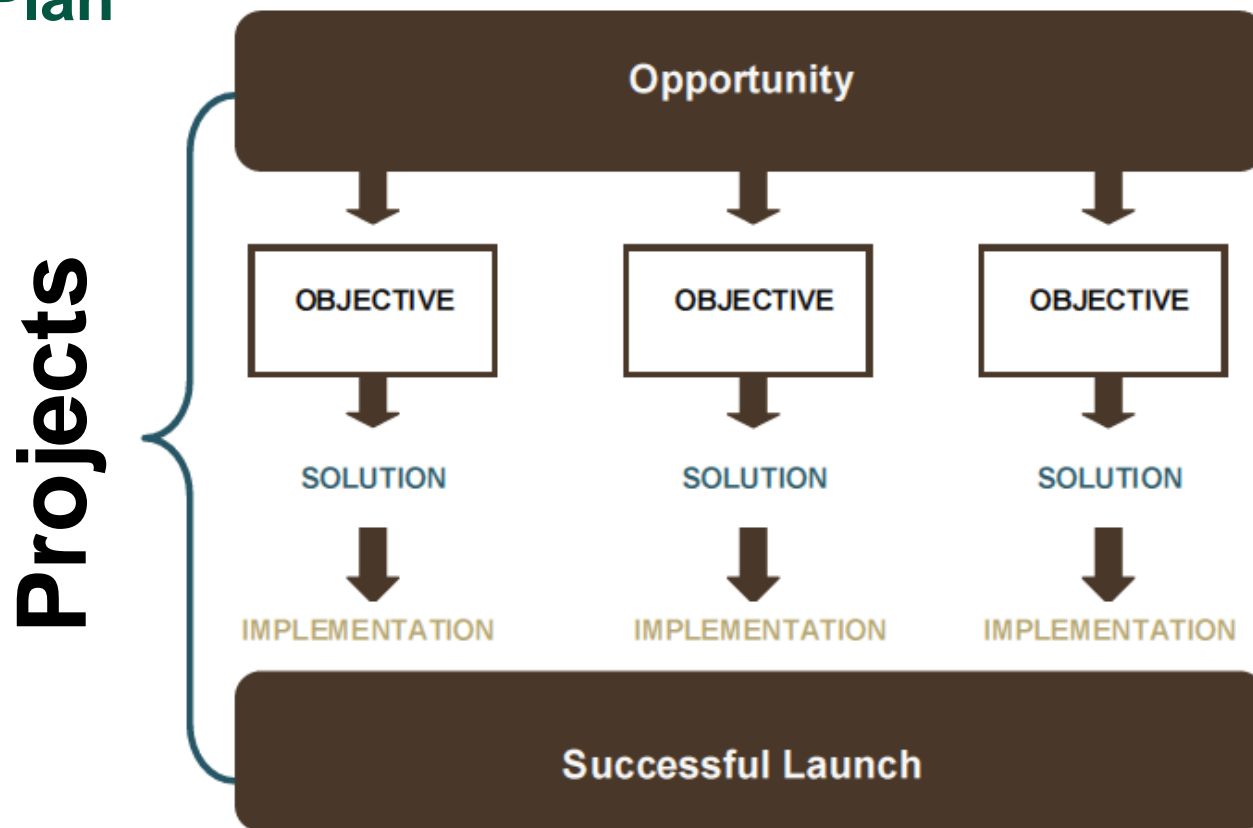
The Project Business Case

This document sets the direction and objectives for the project. It should answer:

- What's wrong with the current state?
- How will the business be better after the project?
- What parts of the business will need to be changed?
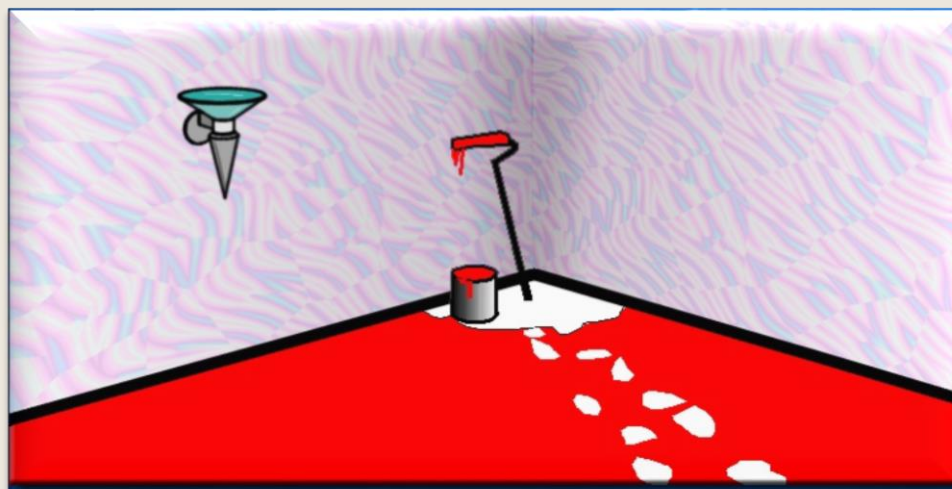- What resources will need to be invested?
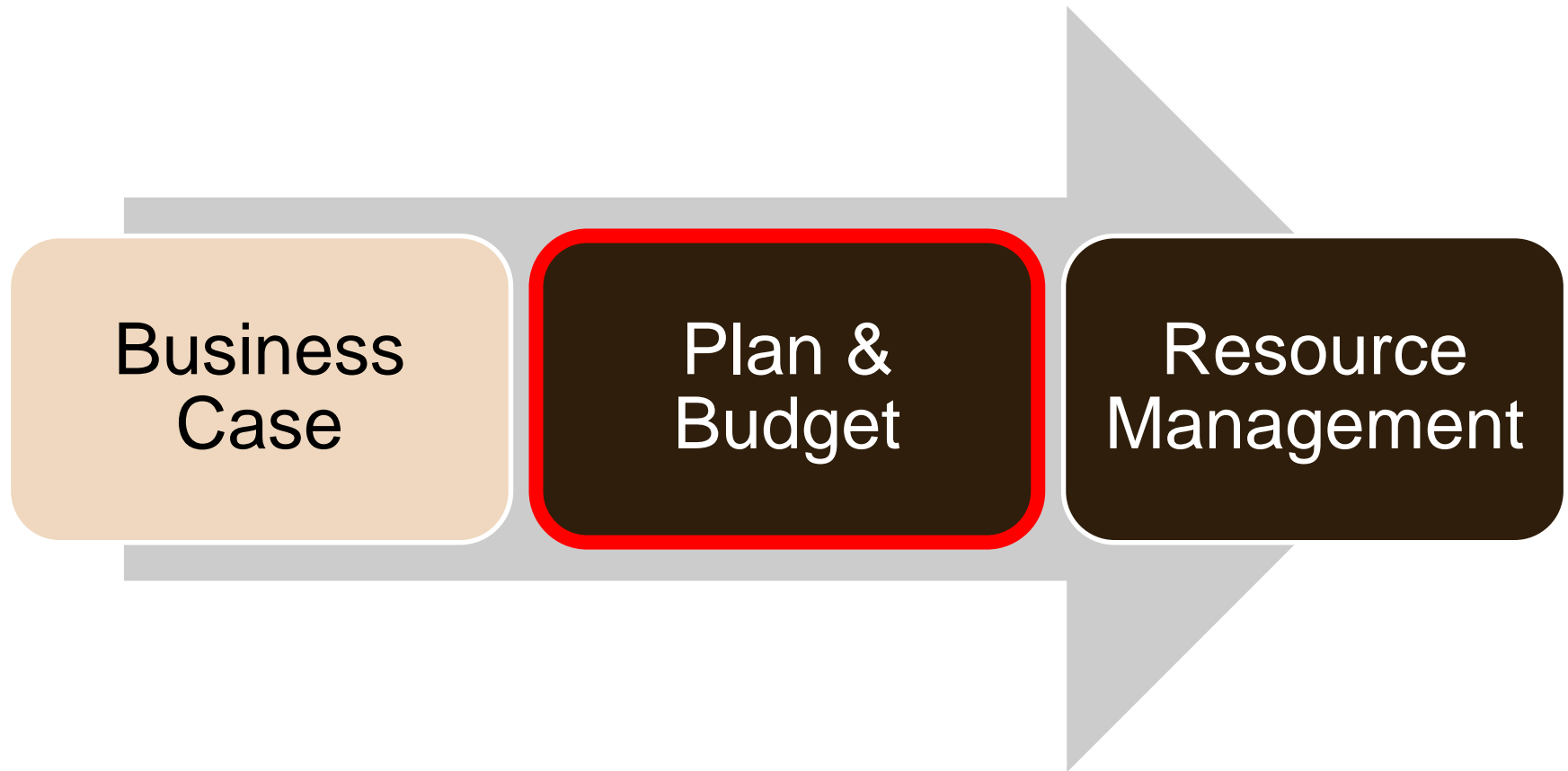
Business Case Worksheet
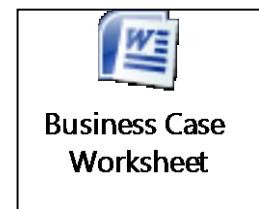
Where Do Projects Come From?

Strategic Plan

The best way to handle a project is to get right at it!

Running Your Project Like a Business

Business Case → Plan & Budget → Resource Management

What Does a Plan Do?

Plans…

- – Structures our Thinking
- – Communicates our intentions
- – Provides Direction
- – Helps with goal setting
- – Helps achieve the OBJECTIVE STATEMENT

Objective Statement

A structured description of the project manager's assignment, including purpose, scope, constraints and role definition.

Objective Statement

Top 10 Questions….

- What is wrong with the existing situation?
- How will things be better when we're done?
- What does this thing have to do?
- What is in and what is out?
- What are the cost constraints?
- What are the time constraints?
- What other project specific constraints exist?
- Who is the Sponsor?
- Who is the Project Manager?
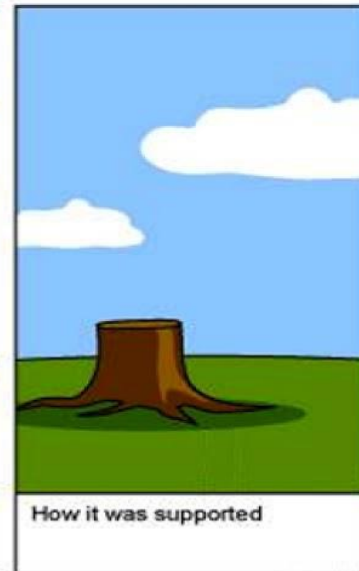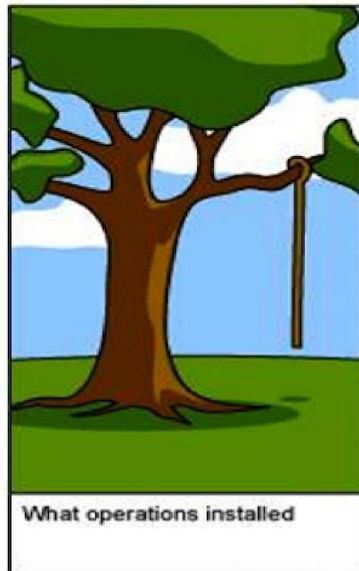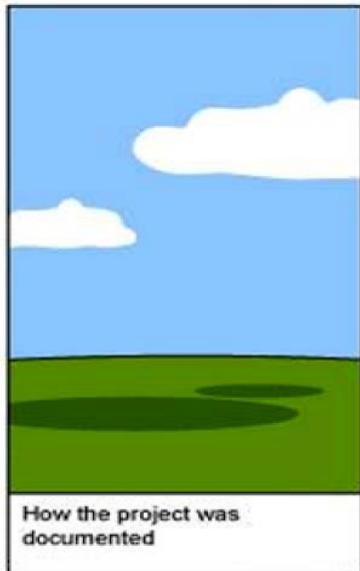- What authority is being delegated?

General Process

Work Breakdown Structure (WBS)
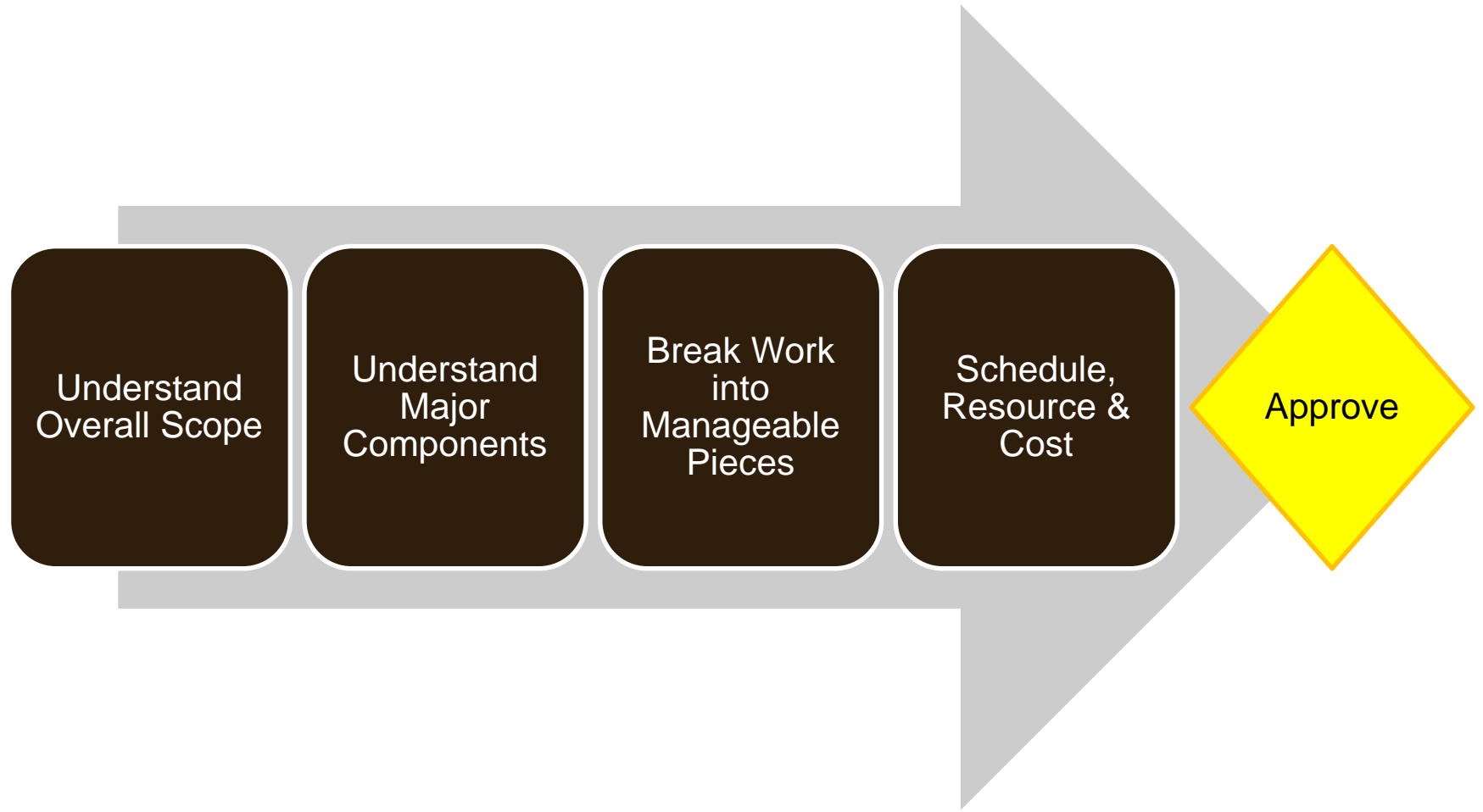
- **<u>Organizes and defines the total scope</u>** of the project
  - Subdivides ('decomposes') the project deliverables and work into smaller, manageable units
  - Each descending level of the WBS represents a more detailed definition of the project work

- 100% Rule
  - WBS includes 100% of the work defined by the project scope and captures ALL deliverables, internal, external, and interim.

WBS – Why

- Provides Framework For:
  - Establishing costs and budget
  - Performing planning and establishing schedules
  - Tracking time, cost, and performance
  - Linking objectives to project resources in a logical manner
  - Identifying assignment responsibilities

WBS – Why

How the customer explained it

How the Project Leader understood it

How the Analyst designed it

How the Programmer wrote it

How the Business Consultant described it

How the project was documented

What operations installed

How the customer was billed

How it was supported

What the customer really needed

WBS – Consulting Example

Phase 1: Project Initiation and Planning

Objective: To confirm project objectives, scope, roles and responsibilities of the MNP project team and the client, approach and work plan, timelines and critical milestones.

Approach:

MNP will meet with client representatives to discuss how this project will be conducted, what information is available for review by the project team, and any internal and external sensitivities or constraints that must be considered.

MNP will confirm our approach and determine how we will select potential representatives for the Job Evaluation Committee. Based on the results of this meeting, MNP will develop a finalized workplan and communication strategy to be reviewed and approved by Client.

Steps:

- Facilitate project initiation meeting with project sponsor:
- Request and collect background information:
- Finalize Workplan

Timing: Within one week of project start

Tools and Resources:

- Engagement letter
- Progress report template

Outcomes and Deliverables:

- Executed engagement letter
- Complete review of background data collection
- Detailed work plan
- Project management process including required progress reporting

Role of the Client

- Executed engagement letter
- Participate in the project initiation meeting (estimated at 1 hour)
- Review and approve work plan
- Provide requested documentation to MNP

Implementation Planning

Dependency Chart

- – The starting point

- – Shows relationships between tasks, deliverables and milestones

- – Foundation for schedules, resourcing, costing, reporting, etc.

Time-Scaled Dependency Chart

Implementation Planning

Resource Allocation & Balancing

PROJECT STICKER™

5

6 Days

Get business cards designed

Cathy 100

Troy 100

www.mnp.ca

Resources:
Who?
What?
How?

Cost:
How much?

Schedule:
How long?

Quality:
How to measure?

Project Sticker has a number

Implementation Planning

Project Costing

Total Cost this task:
Printer/Printing: $100/hr x 3hr
+
Cathy: $50/hr x 2hr
+
Troy: $22.50/hr x 1hr

= $445

Business Card design and development

PROJECT STICKER™ MNP

$100/hr — Printer/Printing 100
$50/hr — Cathy: Design 100
$22.50/hr — Troy: Proof 50
Total:

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# Implementation Planning

Notes on Task Definition

- Size and number of tasks determined by:
  - dependency logic
  - resource management requirements
- Show true (technical) dependencies only
  - links must be necessary, NOT arbitrary
- Don't mix logic with schedule
  - adjust for resource conflicts separately

Implementation Planning

Float Definitions

- Task Float
  - the amount of time the completion of a particular task can be delayed without affecting subsequent tasks
- Path Float
  - the total amount of Float along a particular path
- Critical Path
  - the path with the Least amount of float… at the moment

Implementation Planning

Critical Path
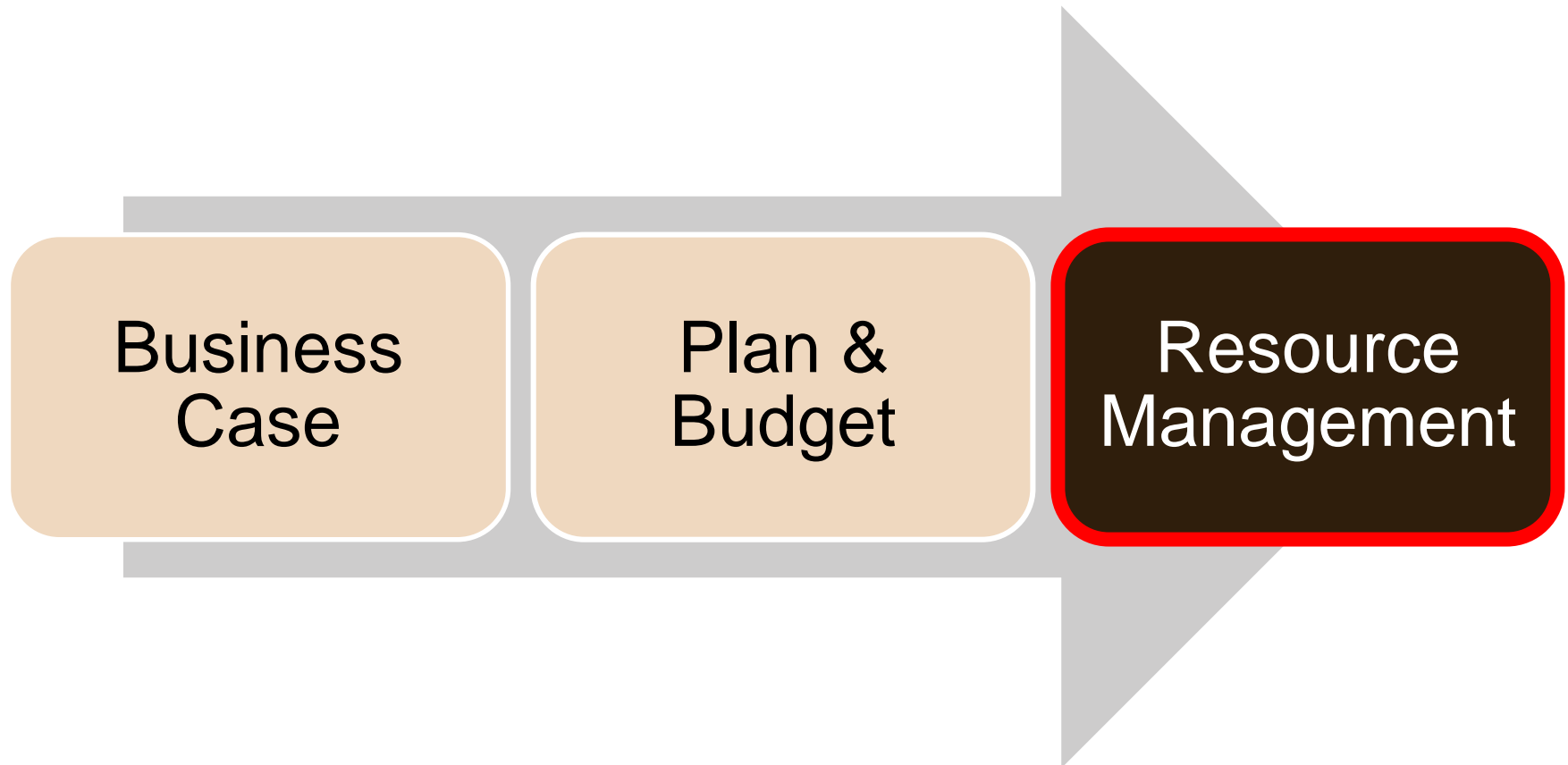
Implementation Planning
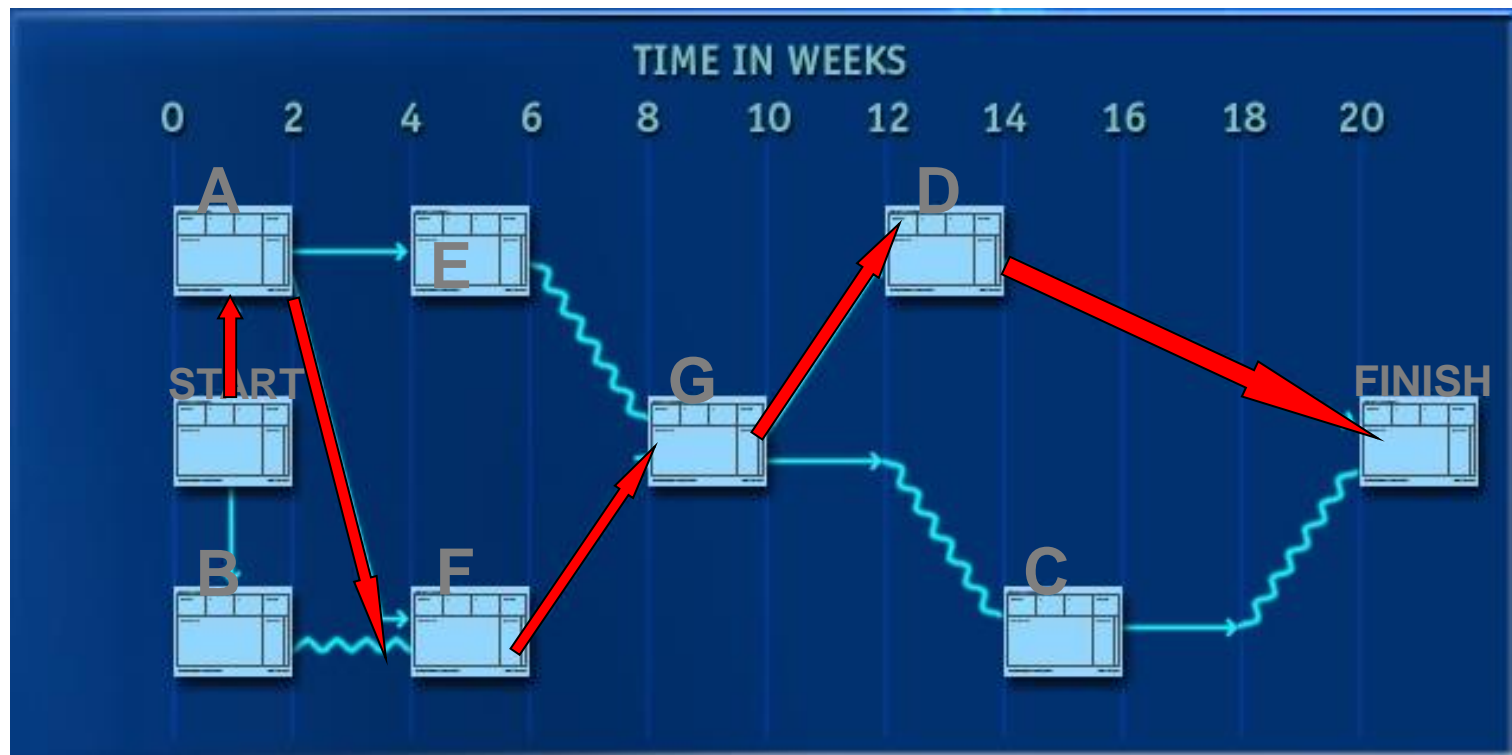
Conclusion on Dependency Chart

- – The creation of the dependency chart forces you to generate major planning decisions in advance of the actual work.
- – Use this process to help strengthen the Project Management Team and your decision making process

Running Your Project Like a Business

Business Case → Plan & Budget → **Resource Management**

Project Controls

- Regular Communication
  - Team Meetings
  - Individual Meetings
  - Sponsor/Stakeholder Updates
    - Progress on Milestones
    - Critical Path Update
    - Status of Risk Factors
    - Status of Budget
- Change Controls
  - Documentation
  - Approval Process

Scope

Quality

Cost

Schedule
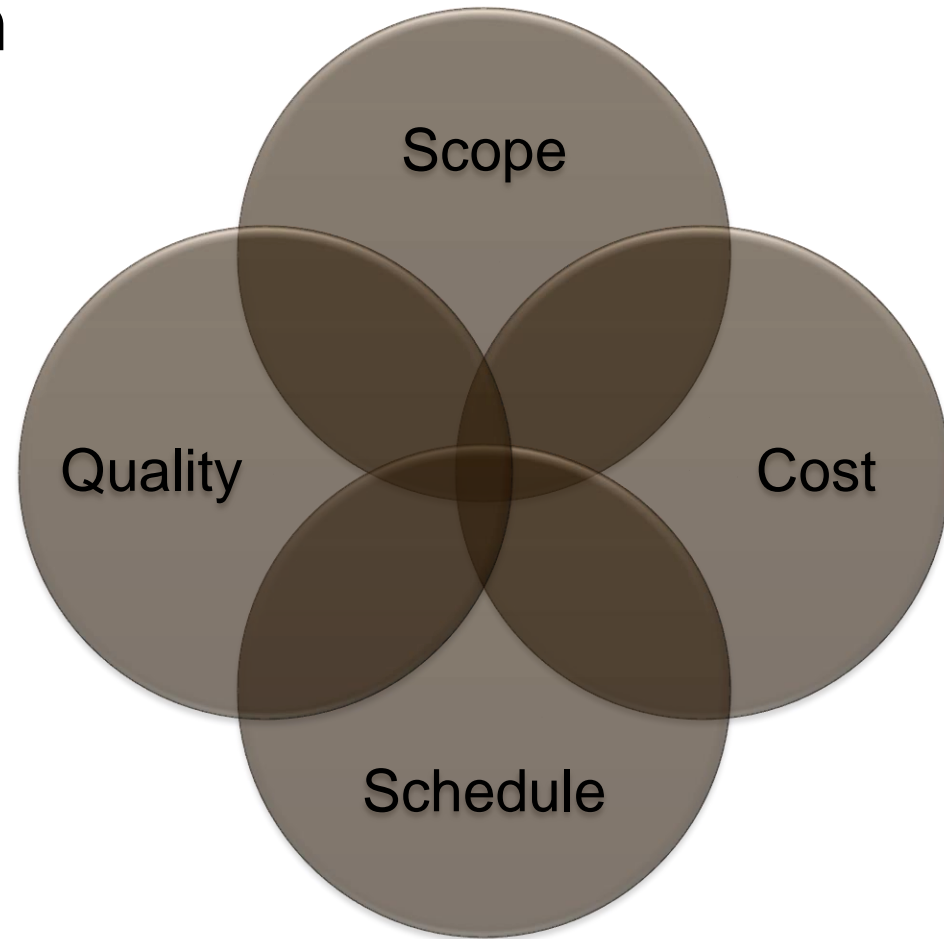
Requirements for Team Formation

Goals

Roles

TEAM

Process

Relationships
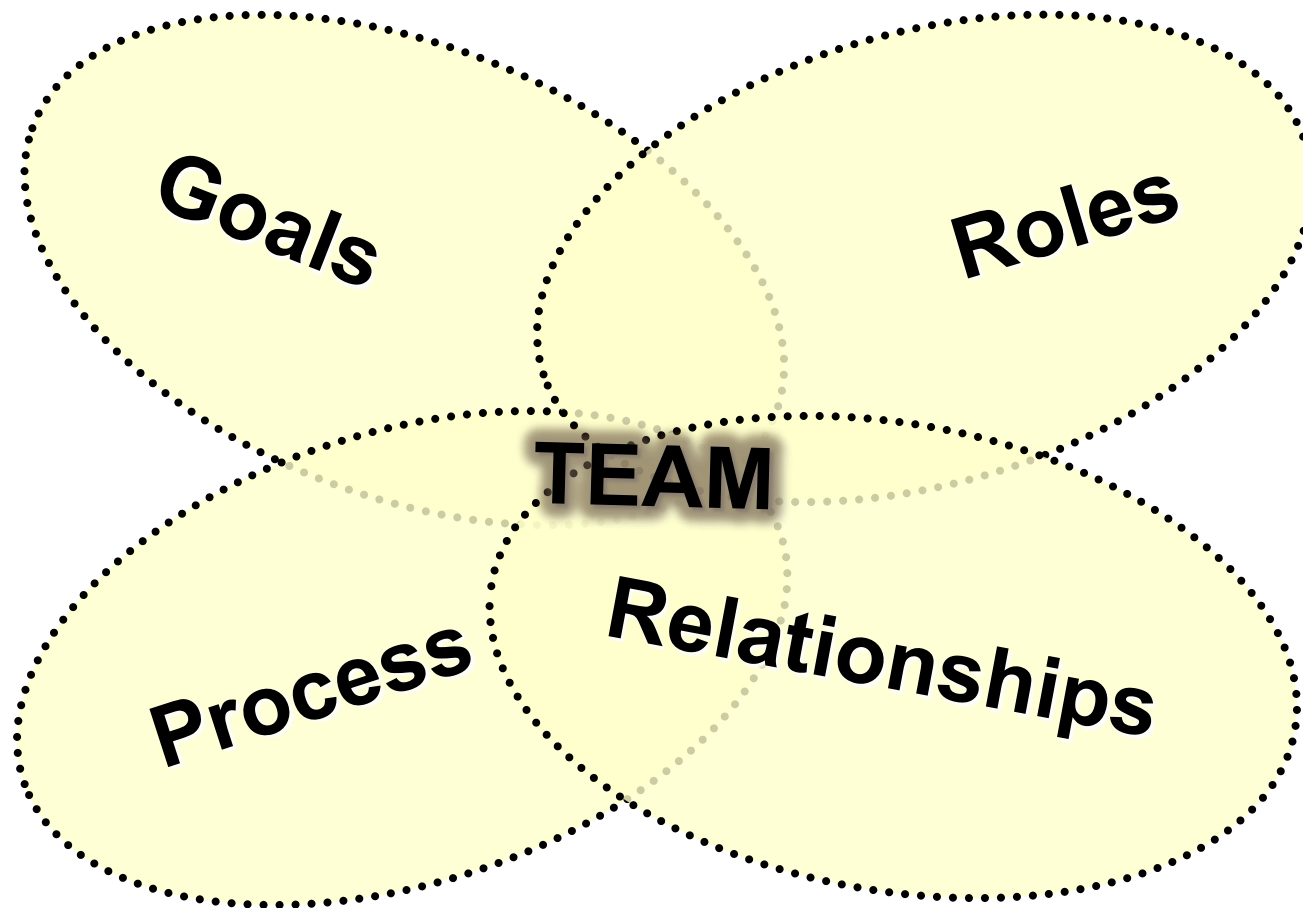
Team Members Need to be Ready to ACT!
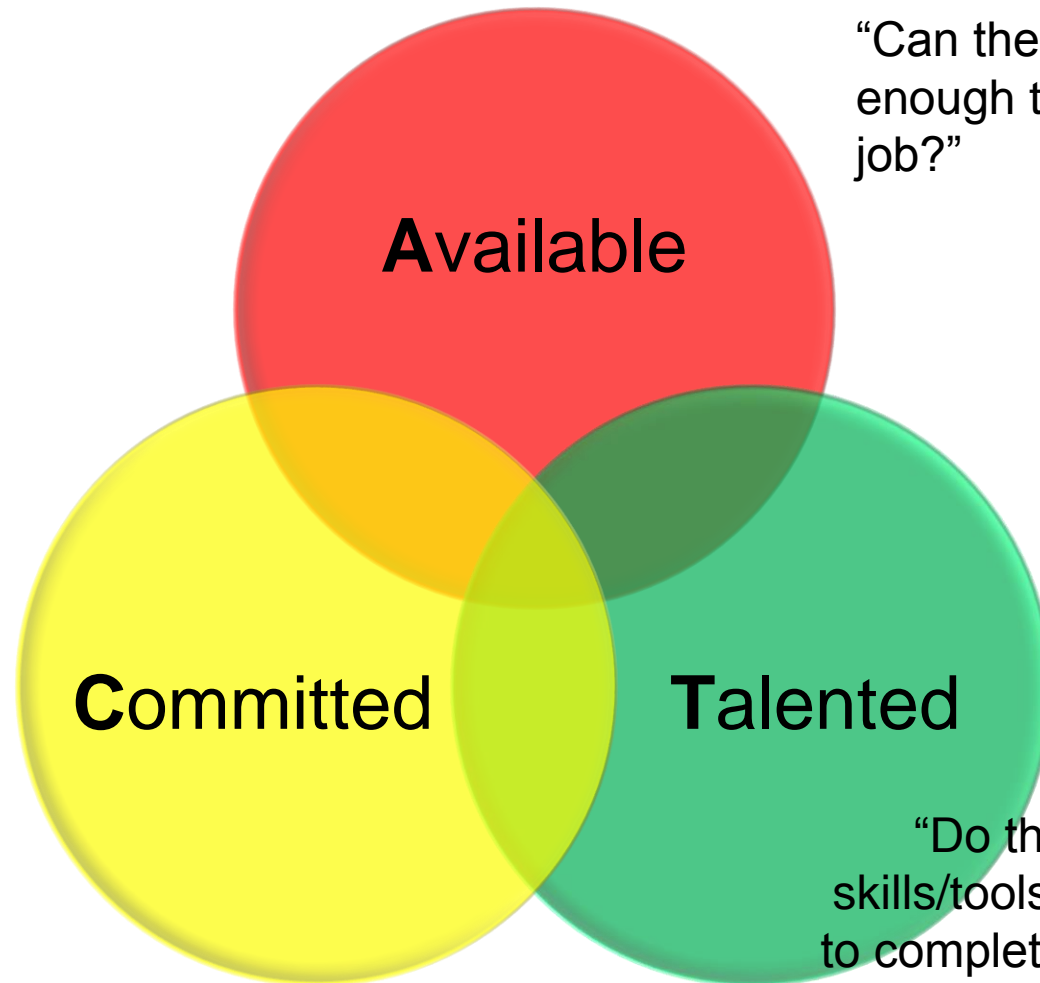
"Can they commit enough time to do the job?"

Available

"Do they 'buy-in' to the Goals, Roles, and Processes of the team?"

Committed

Talented

"Do they have the skills/tools/knowledge to complete the task?"

Implementation

RE-
Plan

Check
(Review)

Do

And so on…

MNP.ca
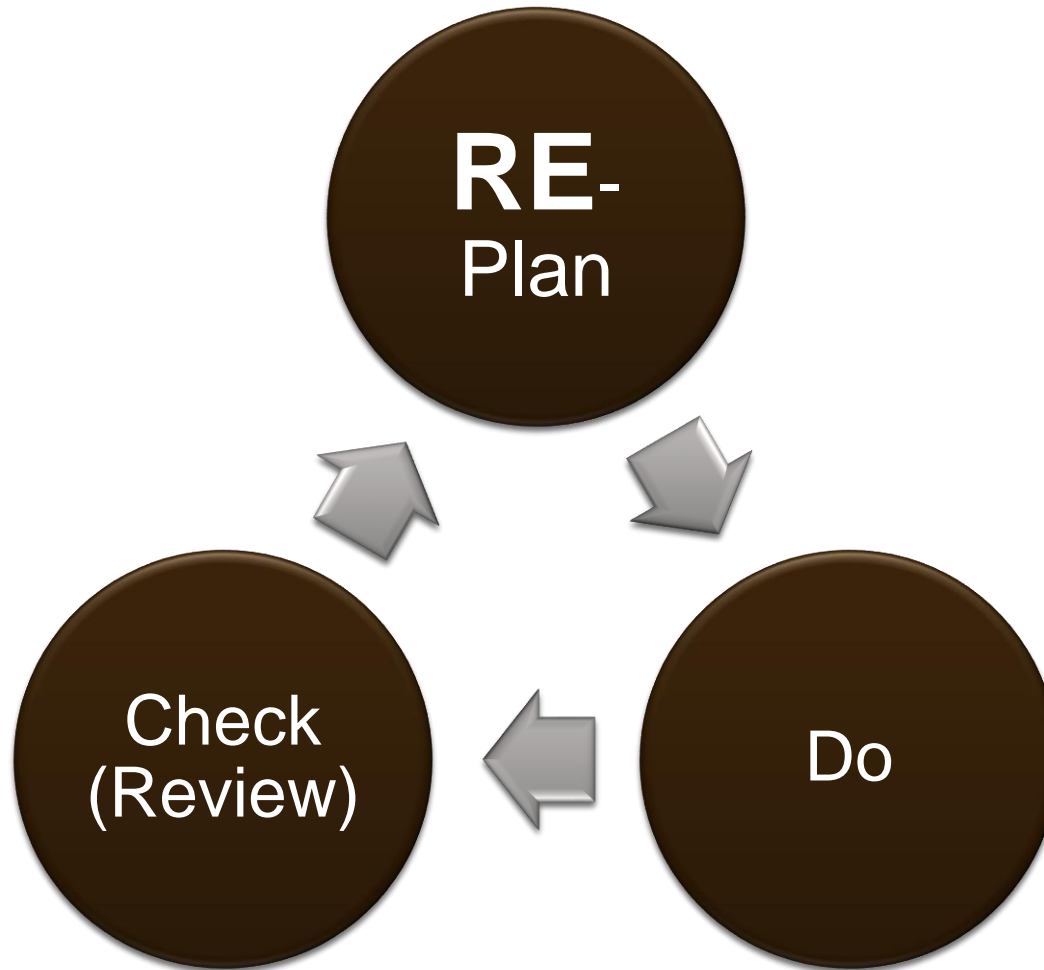
The success of the implementation is determined by the preparation
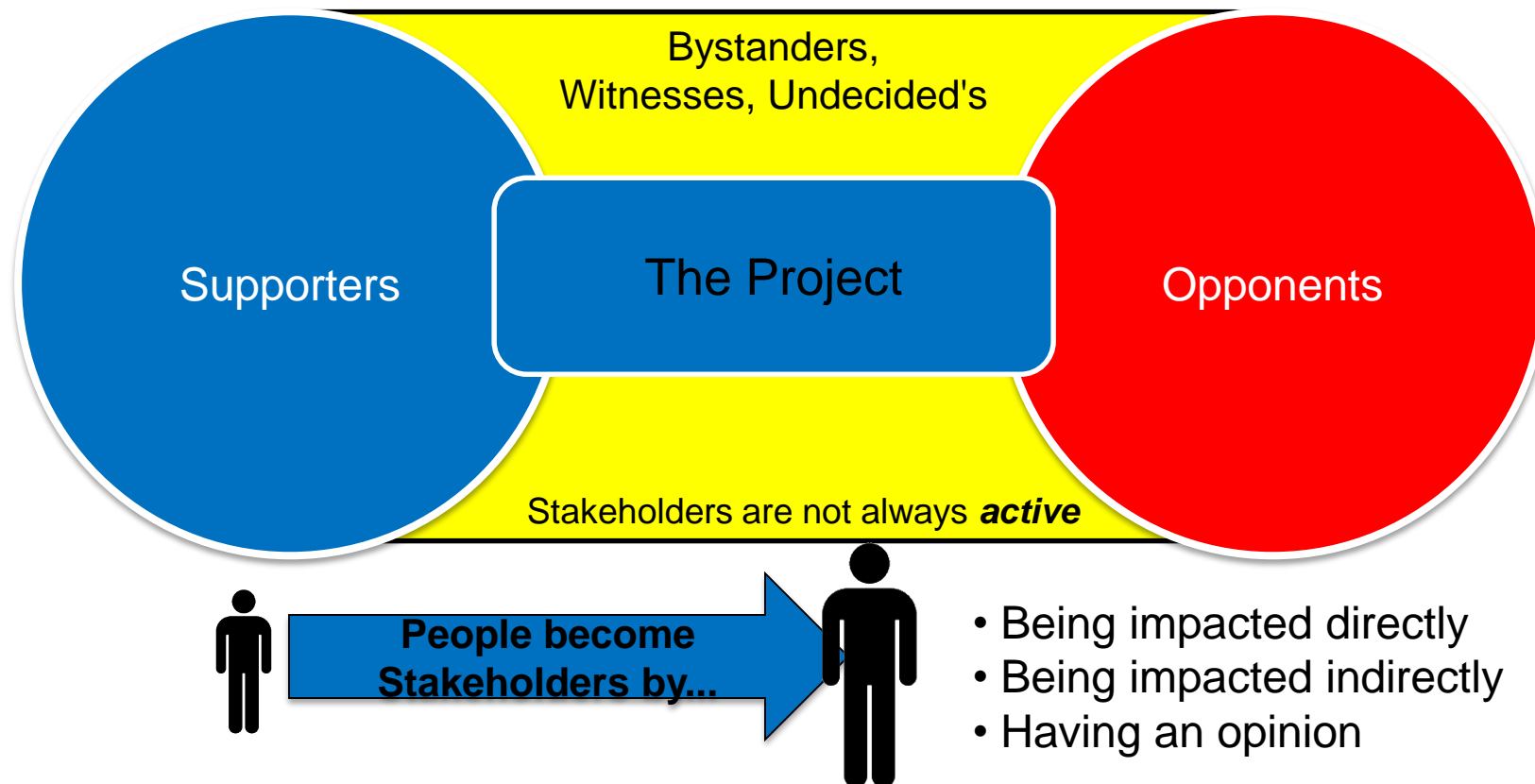
Engaging Stakeholders

Stakeholders are…

- Persons or organizations actively involved in the project OR whose interests may be positively or negatively affected by the performance or completion of the project.
  - Customers, sponsors, performing organization, public.
  - May exert influence over the project, its deliverables and/or the project team.

Project Management Institute

Project Stakeholders

Bystanders,
Witnesses, Undecided's

Supporters

The Project

Opponents

Stakeholders are not always *active*

People become Stakeholders by...

- Being impacted directly
- Being impacted indirectly
- Having an opinion

Indicators of Stakeholders

Who are the people directly involved in the project?

Who are the people or organizations who will be directly/indirectly impacted by the project?

Who is funding/supporting the project?

What regulations affect the project? Who enforces those regulations?

Who has a strong interest in the project? (Positive or Negative)

Why Engage?

✓ Early identification of potential issues, conflicts and benefits.

✓ Generation of new ideas.

✓ Formation of new formal partnerships.

✓ Cost savings in the medium to long-term.

✓ Local support and goodwill fostered for a new idea or initiative.

Why Engage?

✓ Increased and strengthened identification with project.

✓ Improved personal and/or working relationships.

✓ Changed perceptions (for the better).

✓ Improved communication channels.

✓ Promotion of a wider circle of responsibility for decisions and actions.

✓ Agreement on purpose and direction (i.e. buy-in).

http://www.revit-nweurope.org/selfguidingtrail/27_Stakeholder_engagement_a_toolkit-2.pdf

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Create a Stakeholder Register

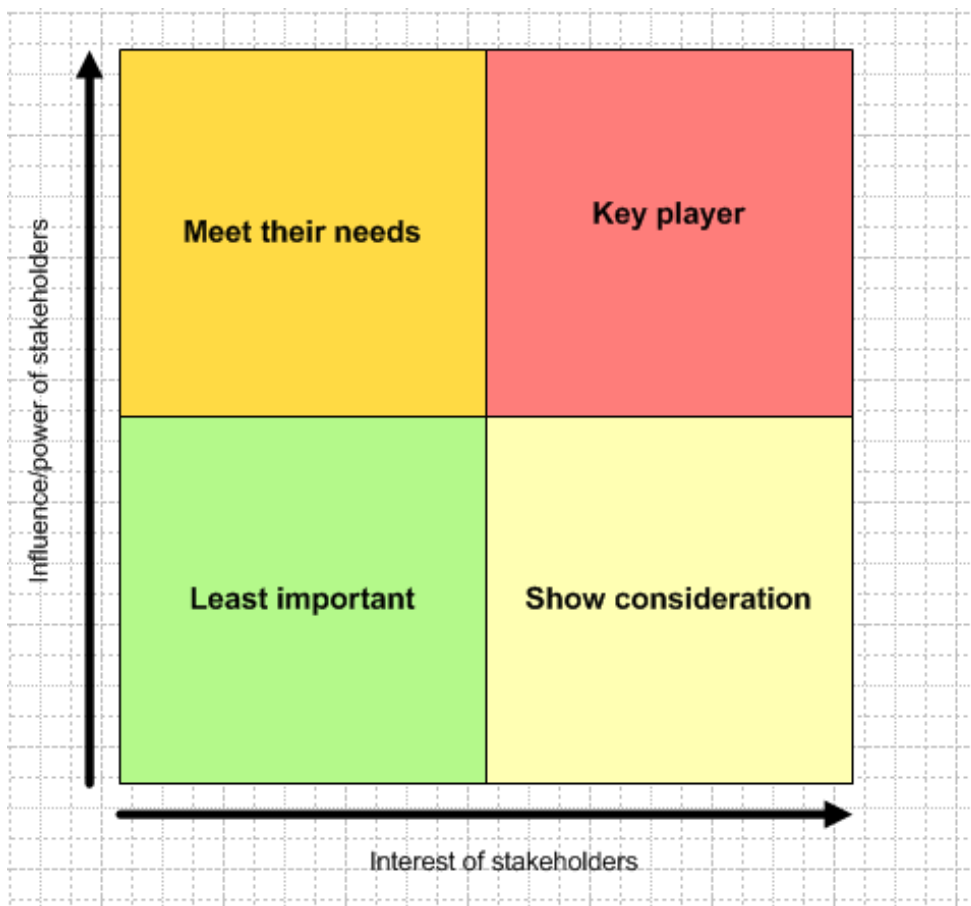| Stakeholder	Influence	Support	Strategy	Owner
A				
B				
C				
D				

Stakeholder registers can also be organized by category. One register for champions vs. a separate one for opponents, or direct vs. indirect.

Stakeholder Analysis

Summary

- Always start with a business case that is aligned to your overall Business Plan/Strategic Plan;

- Don't spend more than your expected benefits;

- Breakdown all the work into bite-sized pieces that can be assigned, estimated and tracked;

- Stay on top of the project throughout the implementation

- Know your Stakeholders and communicate with them regularly.

Questions & Answers

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